

Approved For Release 2001/09/01 : CIA-RDP81-00142R000400030021-5

OGC Has Reviewed

Executive 1004
78-3493/41

22 NOV 1978

DDA Registry
78-464812

MEMORANDUM FOR: Director of Security

FROM: Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT: Appreciation

DDA Registry
File Personnel

Bob:

1. Please relay my thanks and appreciation to all those members of the Office of Security who reacted swiftly and professionally to the clearance tasks required by our initiating a contract to study the personnel management systems of the Agency. At the risk of omitting some who contributed substantially to the rapid completion of the consultant clearance requirement, I am aware of the considerable efforts made by [REDACTED] and members of your field investigation staff to meet the established deadlines.

STATINTL

2. I know that other members of your staff have responded rapidly to clearance burdens under short deadlines in the past imposed by the Office of the Director. Your people have performed well once again. Too often the contributions of persons engaged in support activities, so essential to the success of ongoing programs, tend to be ignored when milestones are reached and the work is done. I don't want that to happen. Please let all involved know that their efforts and professionalism are appreciated.

Frank C. Carlucci.

cc: Mr. John F. Blake, DDA

AO/DCI/PHH:bml (16 November 1978)

Distribution:

Orig. - Addressee

1 - DDA

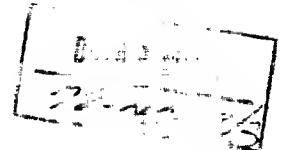
1 - DDCI

1 - ER

2 - AO/DCI

78-34921-5

22 NOV 1978



MEMORANDUM FOR: Director of Logistics

FROM: Frank C. Carlucci
Deputy Director of Central Intelligence
SUBJECT: Appreciation

Jim:

1. Please convey my thanks and appreciation to those members of the Office of Logistics who reacted rapidly and professionally to negotiating the contract and establishing an office for the DCI Personnel Study Group.

2. At the risk of omitting some who participated in fulfilling STATINTL this sudden requirement, I am aware that [REDACTED]

[REDACTED] all contributed significant time and effort to this endeavor.

3. I regret the short notice and the pressures created by the necessity to move quickly to get this project off the ground. The deadlines have been met and we are ready to go due in large part to the responsiveness of individuals in your office. I am fully aware that often the contributions of persons engaged in support activities, so essential to ongoing programs, tend to be overlooked when milestones are reached on time and objectives realized. I don't want that to happen. Please let all involved know that their efforts are appreciated.

/s/ Frank C. Carlucci

Frank C. Carlucci

cc: Mr. John F. Blake, DDA
Director of Security
AO/DCI/PHH:bml (16 November 1978)

Distribution:

Orig. - Addressee
1 - DDA
1 - DDCI
1 - ER
2 - AO/DCI

78-342375

22 NOV 1978

MEMORANDUM FOR: Director of Security

STATINTL FROM: [REDACTED]
 Special Assistant to the DDCI
SUBJECT: Appreciation

1. I wish to add my thanks to those of Frank Carlucci for the job well done by your people in clearing the consultant members of the Personnel Management Systems Study Group. It was absolutely essential that we get these individuals cleared rapidly and the study underway by the 20th of November. Your people met the deadlines and I was able to advise the DDCI that his schedule would be met.
2. Please let all the people involved know that their extra effort is appreciated by all of us in the DDCI's office.

Signed

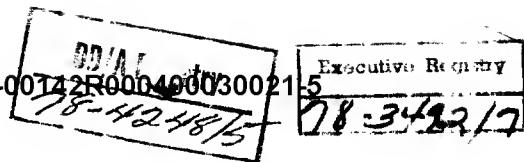
STATINTL

cc: Mr. John F. Blake, DDA

AO/DCI/PHH:bml (16 November 1978)

Distribution:

Orig. - Addressee
1 - DDA
1 - SA/DDCI
1 - DDCI
1 - ER
2 - AO/DCI



22 NOV 1978

MEMORANDUM FOR: Director of Logistics

STATINTL

FROM:

[REDACTED]
Special Assistant to the DDCI

SUBJECT:

Appreciation

Just a note to add my thanks to those of Frank Carlucci for the work done by your people to help get the DCI Personnel Study Group off the ground. Due to the efforts of members of your staff in the Logistics Services Division, as well as within your contracting components (and perhaps others whom I don't know), I was able to advise the DDCI almost daily that progress was being made and that his deadlines would be met. Please let these people know that their extra effort has been appreciated by all of us in the DDCI's office.

Signed

STATINTL

cc: Mr. John F. Blake, DDA

UNCLASSIFIED

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ROUTING AND RECORD SHEET DD/A Registry

File Personnel

SUBJECT: (Optional)

Reference Papers for the NAPA Personnel

DD/A Registry

FROM: Michael J. Malanick
Associate Deputy Director for
Administration

EXTENSION

NO.

78-42481

DATE

24 November 1978

TO: (Officer, designation, room number, and
building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)

STATINTE

1. [REDACTED] OP
Focal Point Officer for NAPA

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

5. [REDACTED]

6. [REDACTED]

7. [REDACTED]

8. [REDACTED]

9. [REDACTED]

10. [REDACTED]

11. [REDACTED]

12. [REDACTED]

13. [REDACTED]

14. [REDACTED]

15. [REDACTED]

ADDA/MJMalanick:cn

Distribution:

Orig PRS - Addressee (w/atts)

✓ 1 - DDA Subj (w/atts)

1 - MJM Chrono (w/atts)

Att 1: OP Comments on Letter fm Mr. Bundy to Mr. Bush, dtd 15 April 76 on Quality of new personnel.

2: Memo fm DDA to DCI (Bush) dtd 10 Feb 76 re high quality of professional applicants. 76-064

3: Memo for Director fm AD/Pers dtd 5 Mar 76; subj Recruitment DDA 76-1083

4: Memo for DCI fm AD/Pers dtd 20 Apr 77 Subj: Professional Recruiting DDA 77-1999/1

5: Memo for EO/DDA fm AD/Pers dtd 8 Nov 77 Subj: Fact Sheet for DCI DDA-77-5827/1

6: Memo for DDA fm AD/Pers dtd 8 Sep 78 Subj: Recruitment of Personnel DDA-78-2359/39

7: For DDCI fm DDA dtd 18 Aug 76 Subj: Authorities and Responsibilities of the DCI and DDCI DDA 76-3528

8: Memo for DCI fm GC dtd 2 Mar 78 Subj: Delegation of Authority to DDCI OGC 78-1265

9: Delegation of Authority (to DDCI) signed by Stansfield Turner dtd 17 March 78

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DD/A Registry
8484-78

from Mr. Bundy to Mr. Bush dated 6 April 1976

By any measurable standard, the Agency continues to employ top quality people. Although Mr. Bundy wishes to reject statistics, we believe a few are relevant and in order:

1. A recent Agency study reflects the increased educational level of Agency professional employees:

<u>Period</u>	<u>No Degree</u>	<u>Bachelors</u>	<u>Masters</u>	<u>Doctorate</u>
1951-55	33.7%	45.3%	17.8%	3.2%
1971-75	5.1%	51.1%	34.0%	9.8%

Of most significance here are the first and the last columns. The newer EOD group had far fewer "no degrees" and substantially more PhD's than did the 1951-1955 group.

2. Over 50% of the professional applicants who EOD'd in Calendar Year 1975 have advanced degrees.

3. Since its inception, the Agency has asked applicants for professional positions to take a battery of tests which, among other characteristics, measure intellectual abilities. In surveys conducted at three different times, the more recent group of applicants attained higher to significantly higher test scores than did the other group. At the very least, these test surveys indicate that recent applicants are certainly no less intelligent and imaginative than are those we tested ten to twenty years ago.

4. For many years now, applicants have come to us from all over the United States -- a truly national response. For example, in Calendar Year 1975, well over 100 colleges and universities were represented by our EOD's. Within this context, however, our major recruiting efforts were directed toward the most prestigious graduate and undergraduate universities and colleges. We recently

85 ← identified eighty-one "best schools" in this category and find that our employee hold 317 PhD's, 1493 Master's degrees, and 3527 Bachelor's degrees from these institutions.

5. Time has not permitted us to statistically analyze Agency employees and applicants who come to

(1) 19

us with academic honors of some kind, e.g., Phi
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Alpha Kappa, Gamma like. A cursory examination reveals that literally
hundreds of such individuals have graduated "with
honors." A goodly number of liberal arts graduates
with honors were rejected last year. They simply
were not competitive with applicants who also had
distinguished academic records plus related work or
military experience, or a fine foreign language
capability.

6. For the last ten years the Agency has conducted a Summer Intern Program for graduate students in foreign studies. This year, seventy-four candidates have been selected from six-hundred forty-two formal applications. As can be seen, only the best survive. The Interns bring with them the latest academic training and take back to the campus knowledge of the analytical process and their impression of the professional competence of Agency personnel. Approximately one half of the Interns are hired as permanent employees upon completion of their graduate study program.

We understand that DDI elements are also commenting on Mr. Bundy's letter, especially as concerns the movement of Agency people back and forth and the amount of contact between Agency employees, universities, and other outside institutions. We discussed the letter briefly with [redacted] the DDI Coordinator for Academic Relations, who assured us that DDI activity in these two areas is extremely high.

STATINTL

The Office of Training has stated that the number of middle and senior level Agency employees who attend external educational facilities has dramatically increased in comparison with our efforts fifteen to twenty years ago. They note that in the past two years the Agency has received seven or eight invitations from the most prestigious schools in the country to participate in post doctoral research and teaching programs. The Agency has responded with top analytical people.

10 February 1976

MEMORANDUM FOR: Director of Central Intelligence

Sir:

1. During that period while you are still relatively new in your Office, I believe it might be of service if I, from time to time, selectively forwarded for your review certain papers which will give you an insight into different matters pertaining to the Agency's management. This is my first endeavor in so doing.

2. The significance of the attached memorandum is found in the fact that even with all the adverse publicity of 1975, we continue to attract high-quality professional applicants. During 1975 not only has this been a constant factor but, from a quantitative point of view, our total applicants of all types during that period ran some 294 above the applicants in 1974. While we realize that the economy was not of the best during this period, I think it is also logical to deduce that the Agency, as a prospective employer, is still held in relatively high repute.

/s/ John F. Blake
John F. Blake
Deputy Director
for
Administration

Att

Distribution:

Orig - DCI w/Att	1 - D/OP w/o Att
1 - DDCI w/Att	
1 - ER w/Att	
1 - DD/A Subject w/cy Att	
1 - DD/A Chrono w/cy Att	
1 - JFB Chrono w/cy Att	

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MEMORANDUM FOR: Chief, Recruitment Division, OP
Chief, Staff Personnel Division, OP

SUBJECT : Requirements for Remainder of FY 76

1. Current recruiting efforts have been very successful. The number and quality of applicants have far exceeded that of previous years. As a result, OER will require only a very limited number of new applicants between now and 30 September.

2. During the period November 1975 through January 1976 we entered on duty 12 economists which exceeded our expectations. We currently have 33 high quality applicants in process and 40 applicant files and forms circulating for interest within OER as a result of our combined recruitment efforts in late 1975. The majority of applicants are exceptionally well qualified which makes the selection process pleasantly difficult. This is in the context of our rapid approach to a tight ceiling situation. We project that with our traditional attrition factor holding we will be able to hire about 16 more applicants through FY 76. In view of our restrictive ability to hire and the soft economy it is obvious that our turndown rate will necessarily be quite high.

3. Graduates with BA degrees should be given forms only in rare cases. We are still interested in graduates of top-notch schools with very good grades. We are also interested in good minority applicants and in applicants who combine strong economics with a good reading knowledge of Chinese, Japanese, or Russian.

4. We must also be more selective in recruiting MA and PhD graduates. Such applicants should have a strong academic record, proven writing ability, and specialization in an area of interest to OER. OER is currently interested in all areas of economics except labor economics, industrial organization, and US regional economics. We are particularly interested in econometricians, agricultural economists, economists with research experience on the USSR, and economists with an engineering background. Language ability, foreign experience, and industrial experience--when combined with a good grade average in economics--are still very much in demand.

STATINTL



Deputy Director
Economic Research

Distribution:

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2 - 07/30
2 - 00/22
2 - 01/A/22

STATINTL 24/A/22 [REDACTED] 00/3001 (3 105 75)

CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Central	18/2/76	GB/ln
2	Intelligence Room 7D-5607		
3			
4	DDA	20 FEB 1976	33
5	D/Personnel		
6	Att: Mr. J. J. ...		
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
	DDA 76-0642		

Remarks:

Take -
 Good news!
 Thank you -
 Fred. If you need GBS
 thought you'd be interested
 right before you go
 20 FEB 1976

FOLD HERE TO RETURN TO SENDER		
FROM: NAME, ADDRESS AND PHONE NO.	DATE	
DD/Administration	7D26 5454	1/10/76
UNCLASSIFIED	CONFIDENTIAL	SECRET

FORM NO.

1-67

237 Use previous editions

GPO 1974 O - 535-237

(40)

96-540

DD/A Registry

File 15

5 MAR 1976

MEMORANDUM FOR: Director

FROM

STATINTL

Acting Director of Personnel

VIA

Deputy Director for Administration *Signed: John F. Blake*

SUBJECT

Recruitment

5 MAR 1976

At our briefing a few days ago, you asked for some information on our recruiting success during 1975 -- a year of constant and intense publicity -- which you might wish to pass on. Attached is a note on the subject which could be forwarded.

You asked also for a way to describe the academic profile of Agency employees in a secure but useable manner. We suggest the use of percentages to dramatize the subject without revealing actual population figures. In this regard: 72.6 per cent of the Agency professional population have at least a Bachelor's degree; 23.3 per cent also have a Master's degree; and four per cent have their PhD's. In the past, we have indicated that by virtue of the variety of disciplines required in the Agency and the academic achievements of our employees, we could staff a major educational institution. Approximately 50 per cent of the professional applicants selected for employment in 1975 had graduate degrees.

Attachment

Distribution:

0 - DCI 1 - DDCI
1 - ER
1 - DDA
1 - D/Pers
1 - DD/Pers/R&P

1 - DDCI
1 - DDO
1 - DDCI/DCI
1 - DDCI/DCI
1 - DDCI/DCI / for JFB 6 March 1976

STATINTL

DD/Pers/R&P/ [REDACTED] :dhg/6171 (5 Mar 76)

25X1B

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OFFICE OF THE DIRECTOR

DD/A Registry
77-1999

Date: 9 April 1977

TO: Jack Blake
FROM: EA/DCI
SUBJECT: Recruiting

Executive Registry
77-736-

DD/A Registry
File General

REMARKS:

Admiral Turner would like to know
how we manage the quality of our pro-
fessional recruits, and whether that
quality has changed over recent years.

STATINTL

25X1B

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Approved For Release 2001/09/01 : CIA-RDP81-00142R000400030021-5

4. Regional recruitment insures an Agency population that is national in character. In FY-76, over 150 colleges and universities were represented by new recruits. Our major recruiting effort, however, is directed toward the most prestigious universities and colleges. Our inability to cover adequately the United States would in all probability be viewed with suspicion by the general public. Something similar to the earlier myth about the Agency's "Ivy League elitism" would again appear if only certain areas of the country were represented.

5. Our professional recruitment activities are directly responsive to Agency personnel requirements. At the beginning of each Fiscal Year all Agency components are requested to furnish the Office of Personnel with a forecast of their specific personnel needs. The responses are consolidated into the Advance Staffing Plan, which is then updated quarterly. This Plan is the recruiters' basic tool. It is their charge to find individuals whose qualifications match Agency needs and to discourage unqualified applicants. Eighty per cent of Agency external personnel requirements are for individuals with specific skills, experience, or academic credentials. Examples are electronic technicians, foreign language specialists, electronic engineers, physical scientists, computer scientists, and graduate-level research economists. The remaining twenty per cent of our professional requirements are for generalists, mostly at the GS-07 entry level.

6. The Agency constantly seeks the best qualified people. After initial screening, complete applicant files submitted by recruiters are circulated for thorough review by Agency components. If interested, a component normally brings in an applicant for interviews. Applicants also take an intensive battery of tests which measure aptitude, motivation, and intellectual ability. The operating component which will initially employ the individual makes the final decision to hire from among those who are most competitive. Those selected are then put "in process." During the "in process" phase the applicant is medically evaluated, both physically and emotionally. He or she is also subject to a rigorous security evaluation which includes a background investigation and a polygraph. Only after this process is satisfactorily completed does the Agency make a firm offer to an applicant.

7. By measurable standards the Agency continues to attract top-quality applicants. In FY-76, 56% of our professional/technical entrants-on-duty had Bachelor Degrees, 25% had Master Degrees, and 12% had their PhD's. Also, in a survey conducted at three different periods, the most recent group of applicants rated higher to significantly higher scores on the professional test batteries than did their predecessors.

8. In general, the Agency is able to select from a large number of applicants. In FY-76, our recruiters conducted 13,557 interviews from which only [REDACTED] were selected for actual employment. The quality of individuals applying for professional jobs is outstanding; Phi Beta Kappas, Cum Laudes, and Magna Cum Laudes are not uncommon. A goodly number of liberal arts honors graduates are rejected each year. They simply are not competitive with applicants who also have distinguished academic records, plus related work or military experience, and a fine foreign language capability.

9. Three special Agency programs graphically illustrate our applicant quality:

a. The Cooperative Education Program began in 1961 with long range recruitment of occupational skills in short supply as its primary objective. Co-op arrangements exist today with approximately thirty academic institutions. The Agency employs about 100-125 co-op students at any one time. In recruiting these students we emphasize academic performance, maturity, and interest in international affairs. The ratio of students seen to those selected is roughly six to one. Approximately 55% of our co-op students convert to full time Agency employment upon completion of their studies.

b. For the last ten years the Agency has conducted a Summer Intern Program for graduate students in foreign studies. This year there were 850 applications for 65 positions. Interns bring with them the latest academic training and take back to the campus knowledge of the analytical processes and their awareness of the professional competence of Agency personnel. Approximately one-half of the Interns are hired as employees upon completion of their graduate studies program.

c. The Career Training Program is designed for the selection, training, and early career development of a small number of Agency junior professionals particularly but not solely for the Operations Directorate. During CY-76, Career Training Program officers reviewed 800 files from which 83 individuals were accepted for further testing and interviews. After medical, psychological, and security processing, 50 CT's were finally selected for the two classes in 1976. The criteria for selection emphasize personal

characteristics, the academic record, integrity, military or job experience which indicate leadership ability, emotional stability, adaptability and versatility, motivation to national service and the intelligence profession, plus a demonstrated interest in world affairs.

10. Our system of recruiting, selecting, and processing insures that the Agency continues to employ the highest quality applicants available. The total time involved to enter an applicant on duty with us is five to six months. The resulting quality appears well worth the time, effort, and expense involved.

STATINTL

[REDACTED]
F. W. M. Janney

100-30007

7-7364/5

1. Pls advise on Pg 9a
2. I'd like to talk to
the 83 members toward
end of the summer. [approximately]

ST, May 77

25X1B

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Next 2 Page(s) In Document Exempt

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Each two to three years of related experience is worth another grade, i.e., \$1300 - \$1600.

Of those selected in FY 1977, the grade distribution was:

<u>Grade</u>	<u>Percentage</u>
GS-05	9.2%
GS-06	1.2%
GS-07	33.0%
GS-08	13.2%
GS-09	16.7%
GS-10	8.4%
GS-11	5.7%
GS-12	8.3%
GS-13	6.3%
GS-14	5.3%
GS-15	1.7%
GS-16 & above	1.5%

c. Major disqualifying factors.

1. Those not selected do not have academic backgrounds or required work experience for professional positions. Some do not have a strong enough grade average or their test scores indicate they would not succeed in the highly competitive Agency work environment. The salary requirements of those with work experience are sometimes too high.

2. The reasons for not entering on duty of those selected are:

<u>Reason</u>	<u>Percentage</u>
Cancelled by applicant (Took another job, no longer interested, returned to school, etc.)	51%
Cancelled by Agency (Office - 18%) (Medical - 4%) (Security - 20%) (Panel - 7%)	49%

d. Other factors which would give an interested college student a handle on the CIA as an employment possibility.

As the above statistics illustrate, competition for jobs in the Agency is extremely keen. We find that those selected have: a strong interest in foreign affairs, high intellectual abilities, excellent academic records, and good analytical and writing skills. They have to desire to be on the cutting edge of whatever academic major they have pursued -- an opportunity that the Agency offers.

STATINTL

3. For your information, [REDACTED] based recruiter, is scheduled to interview applicants on the [REDACTED] University [REDACTED] campus [REDACTED] on 9 and 10 November 1977. If anyone wishes to submit an application for employment, he should contact his placement officer to be put in touch with [REDACTED] or mail a resume to the Director of Personnel, CIA, Washington, D. C., 20505.

4. Should you or [redacted] desire further information, please contact [redacted] on 3353.

STATINTL

Distribution:

Orig & 1 - Adse
1 - D/Pers
1 - DD/Pers/P&P
1 - OP/MRC - FYI
1 - C/RD - FYI
1 - C/SPD - FYI

DP/Pers/RGP/ [REDACTED] : dhg/3363 (2 Nov 77)

STATINTI

DD/A 77-5827
1 November 1977

MEMORANDUM FOR : Acting Director/Office of Personnel
FROM STATINTL : [REDACTED]
Executive Officer/DDA
SUBJECT : Fact Sheet for DCI

Ben:

STATINTL

STATINTL 1. [REDACTED] called this date for a prepared fact sheet which the Admiral might have available for talks at universities. This fact sheet should be directed at hiring of personnel, primarily professionals. [REDACTED] stated that the information should be brief with limited or no narrative including only predominantly statistics to be included would be information such as:

- a. Number of applicants
- b. Number selected
- c. Areas of specialty of applicants, i.e. analysts, scientists, etc.
- d. Percentage of new hires going into various Directorates.
- e. How many BA's, MA's, PhD's.
- f. Years of experience between college graduation and hire by the Agency
- g. Minority statistics.

STATINTL 2. The above is not all inclusive and any information which you feel he should have at his fingertips to respond to questions concerning our hiring should be included.

STATINTL 3. [REDACTED] would like the above information at the very latest by noon on 10 November. The Director is speaking at the University [REDACTED] on the 11th. STATINTL

4. Again, the information should be brief with limited narrative and including salient statistics.

STATINTL

STATINTL

3 Approved For Release

2001/09/01 : CIA-RDP81-00142R000400030021-5

DDA-77
5827

Hiring / Recruiting Fact Sheet

The DCI and I discussed this some yesterday. Some of the things he's looking for are -

- If have BA/BS but no work experience, what's the chance of employment? Same for MA/MS. Same for both but with experience, etc
- What can expect for salary in each case above?
- If a specialist in —, what are chances of employment? Salary?
- # professional openings / yr
- # applicants vs # % actually hired?

- # % openings for analysts scientists other specialties?
- # % hired vs # applied
- major disqualifying factors? To for each
- plus any other factors which would give an interested college student a handle on the CIA as an employment possibility

If you can give me something by early next week, we'll have time for feedback / modifications / expansion for the DCI.

This: 1-5,

George

ROUTING AND RECORD SHEET
Approved For Release 2001/09/01 : CIA-RDP81-00142R000400030021-5

SUBJECT: (Optional)

Recruitment of Personnel

FROM:		EXTENSION	NO.
John F. Blake Deputy Director for Administration 7D 24 Hqs		5454	DDA 78-2359/40
TO: (Officer designation, room number, and building) ...		DATE	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
		RECEIVED FORWARDED	OFFICER'S INITIALS
1. Deputy Director of Central Intelligence 7D 6011 Hqs			To 3: Stan.
2.			I thought you might be interested in the attached based on the constructive session we had a week or so ago on matters pertaining to personnel recruitment.
3. Director of Central Intelligence 7D 5607 Hqs			In July I sent a memo to the other Directorates seeking their reaction to the overall efficacy of our personnel recruitment program. The responses were good and forthcoming. I made my own analysis as to the major messages contained in the responses, forwarded that to the Office of Personnel, and asked for their reaction. The attached memo represents that reaction.
4.			
5.			
6.			
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8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

DATE
11 September 1973

/s/ Jack Blake

John F. Blake

Att:

Distribution:

Orig RS - DCI via DDC

1 - ER

1 - DDA Subj

1 - DDA Chrono

1 - JFB Chrono

DDA:JFBlake:kmg (11 Sep 78)

Att: Memo dtd 6 Sep 78 to DI
fr D/Pers, same sub
(DDA 78-2359/39)

1 - D/Pers

78-33571-5

3 SEP 1978

MEMORANDUM FOR: Deputy Director for Administration

FROM: F. W. M. Janney
Director of Personnel

SUBJECT: Recruitment of Personnel

REFERENCE: Your Memo to D/Pers, dtd 8 Aug 78,
Same Subject

1. We have thoroughly reviewed the responses to your survey of recruitment practices and have concluded, as you did, that there are four major areas of concern to the offices:

a. An almost universal recitation of lack of feedback on the processing status of applicants

We would like nothing better than to increase the feedback we now provide offices with applicants in process, but cannot do so without additional personnel resources. All seven individuals in the Professional Staffing Branch (PSB) of Staff Personnel Division are fully occupied. There is no slack. Adding a requirement for more feedback means that some other phase of PSB activities will have to "give" in like amount. Since their activities deal exclusively with applicants, that which will be adversely affected is applicant processing time - an unacceptable trade-off.

I am convinced that PSB is utilizing its current resources in an efficient manner. The employees know their jobs and are capably supervised. Therefore, the only realistic solution I can propose is to augment the work force. As set out in the next paragraph, I have already taken action on a temporary basis but may well need to seek additional slots to permanently solve the problem.

SUBJECT: Recruitment of Personnel

b. An inordinate processing time, not only in the total hiring action from recruitment interview to EOD, but also in various milestones contained within the total processing

As you know, we have written several papers on this subject to the Director in the last several months, covering applicant processing in general and CT processing in particular. In those papers we identified the main time-consuming elements as relating to, 1) the applicants themselves, 2) the decision-making process, 3) the clearance time, and 4) the time from clearance to EOD. There is very little we can add here to what we have previously written. I think we are as aware of and concerned about applicant processing as anyone in the Agency and are constantly seeking ways to reduce the time frame. We recently went through a day and a half conference with the recruiters and our OTR colleagues during which every phase of the CT recruitment, selection and processing cycle was critically examined. Most of the discussion was equally applicable to non-CT candidates.

I see no remaining areas where a major breakthrough can be achieved. We can, however, do more, faster--given additional resources. To this end I recently authorized Staff Personnel Division to be over ceiling by three at year's end. Specifically they will add, 1) a personnel selections officer at the GS-9/11 level, 2) a processing assistant in our Ames Building office, and 3) a processing assistant for the CT staff in the Chamber of Commerce Building. The additional selections officer will increase SPD's capability to make initial decisions on applicant qualifications, deal more directly and more often with components during the decision-making period, and monitor more closely the activities of those applicants put in process. Processing Assistants are the individuals in direct contact with applicants. They arrange interviews, testing, and the like; and answer any

SUBJECT: Recruitment of Personnel

questions the applicants may ask. This is a pivotal job, involving a multiplicity of detail. It is especially critical that additional processing help be assigned to the CT Program in the Chamber of Commerce Building. Here I have approved converting a summer only to part-time, year-round contract, to provide immediate relief.

c. Lack of sufficient number of qualified minority professional and technical applicants

Although the recruiters make intensive efforts and devote a substantial amount of their time to minority recruitment, locating and hiring minority professionals and technicians has been a difficult problem and a constant challenge since the Agency began to aggressively seek minorities in FY 1974. Essentially, minority recruitment is difficult because of the realities of the marketplace.

The vast majority of the Agency's professional and technical requirements are for specialists such as research economists, engineers, scientists, and linguists with fluency in the more esoteric languages. Unfortunately, the pool of qualified minority candidates to meet these specific needs is rather limited. For example, in 1976 there were only 830 black graduates with B.S. degrees in engineering (all types). Available data indicates that it is likely there are even fewer minorities obtaining degrees in the economics and science fields, particularly at the graduate level.

Competition with private industry for these few graduates is, of course, extremely keen. Industry is under the same affirmative action pressure we are but, unlike us, they have much more flexibility as far as salary offers are concerned, and they do not have the stringent

SUBJECT: Recruitment of Personnel

hiring standards we do. Despite these handicaps, we have been able to produce sizable numbers of minority applicants: the number of applicant cases generated by the recruiters through August totalled 446 which is close to a 10 percent increase over the number at this point last year.

We will continue to impress on the recruiters the importance of substantial efforts in the minority recruitment field. Particular attention will be paid to low producers. Also, we are now negotiating with HEW to obtain detailed information on the specific locations of minority students majoring in academic disciplines of interest to the Agency. Once this demographic data is obtained, it will be provided to the recruiters for their continuing guidance. Such detailed data should make the recruiters' efforts more effective and, hopefully, more productive.

While we will continue to use our present resources as productively as possible, we are at the limits of our flexibility. A new approach will be required if we are to increase substantially the flow of minority applicants. I propose that a young black officer from NFAC and a young black officer from DDS&T (both are problem areas) be detailed to Recruitment Division for a two-year period. Each would have nation-wide minority recruitment responsibility. These added resources should enable us to make greater strides toward our goals.

d. Improve recruitment interviews and provide appropriate information in interview report.

This is an area which we had recognized earlier as needing attention. As a result, we surveyed the offices in May concerning their preferences on the content of interview reports. Our survey memo is attached. The responses to your survey on this matter were incorporated into our memo to the recruiters (copy attached). The instructions to the recruiters on what they are to include in an interview report are now quite explicit.

SUBJECT: Recruitment of Personnel

2. Our review also indicated some other issues which should be addressed.

a. The Director of OCR comments that "there does not appear to be a systematic, sustained effort to maintain a steady influx of clerical employees." Recruitment Division, however, does make such a sustained effort through contacts at high schools, business schools, advertising campaigns in newspapers, and notices posted on campuses and circulated within the Agency. Efforts are being made on a continuing basis to level the "peaks and valleys" in clerical recruitment. Because our major sources of clericals are high schools and business schools, their graduation dates dictate the availability of new clerical employees. This means, of course, that clerical input will remain inherently cyclical. I should also add that we are fully appreciative of the value of clerical applicants. Be assured, therefore, that no qualified candidates are summarily rejected by our WARO recruiters, Mr. Eisenbeiss' allegations notwithstanding.

b. We agree that both the Student Trainee Program and the Graduate Studies Program are excellent sources of minorities and we have been pushing our efforts here for some years. In order to increase the number of minority candidates, the Student Trainee Program was recently expanded to cover schools west of the Mississippi River. We will continue to exploit both programs as sources of minorities.

c. We acknowledge that we have not been particularly successful in recruiting experienced personnel from private industry. In the last year or so, we have begun to change the emphasis of our recruiting efforts from a near-total reliance on campus recruiting to an all-source approach. Hopefully, our future efforts will be more productive in this area.

SUBJECT: Recruitment of Personnel

d. Mr. McMahon asked that we place greater emphasis on contacting young officers who are leaving the military service. Certain recruiters have routinely used the various military centers as sources of applicants. We will ensure they all do so in the future. Contact was recently made with the U.S. Army and we were given a list of separation centers around the country. This list will be provided to our recruiters as a recruiting tool. We will also explore the possibility of advertising in military association newsletters in order to reach the young military officer audience.

3. The review you requested has proven to be a helpful and productive exercise. We will continue to be alert to problems as well as the need to refine our recruitment system to make it even better. It is certainly reassuring to see that the overall quality of our applicants remains at a consistently high level. It is also gratifying to know that the IG reports on our recruitment activities continue to be uniformly favorable.

STATINTL

[REDACTED]
F. W. M. Janney

Att

STATINTL MEMORANDUM FOR: All Recruiters

FROM:

[REDACTED] Chief, Recruitment Division

SUBJECT: Survey of Customer Preferences Concerning
Interview Report Forms and Their Contents

REFERENCE: My Memo to All Agency Components, dtd
16 May 78, Same Subject (Copy Attached)

1. Last May I surveyed the various offices concerning our interview reports and asked for suggestions on how we could improve our reporting to better meet the needs of our customers. A copy of the survey memo is attached for your reference. The offices responses are now in and I'd like to give you the results of the survey.

2. There was overwhelming agreement that one interview report form can be used for professionals and technicians as well as clericals. Therefore, Form 1667a is to be used for all three categories once your current supply of Forms 1667c is exhausted. Form 1667c will be declared obsolete as a result of our survey. In the future, a clerical applicant file will be distinguished from a professional or technical applicant file by having the notation "clerical" stamped on the Form 1667a. You already have stamps to accomplish this. Clerical test data is to be entered in or near the "Tests" block on the Form 1667a with an indication that the tests were either administered by you or CSB, or were taken from a Certificate of Proficiency. Entries in the "Recm" block are to read "Clerk Typist," "Stenographer," "Clerk," "Guard," and so forth. It is not necessary to list an office unless the applicant is submitted against a specific office requirement.

SUBJECT: Survey of Customer Preferences Concerning Interview Report Forms and Their Contents

3. There was nearly total agreement that:

- a. The interview report be in narrative form;
- b. The interview report should serve to amplify and supplement PHS items as well as highlight qualifications and experiences of particular interest. A biographic summary is not needed.
- c. There is no need to "recommend" an applicant for employment; submission of the case implies the recommendation. Comments on the perceived and relative strengths of an applicant, however, are critical and must be included in your assessment.

4. There was general agreement that the following factors should be covered in all interview reports:

- a. Self-Expression
- b. Motivation
- c. Poise
- d. Maturity (although it is recognized this is difficult to assess in a relatively short interview)
- e. Personality
- f. Neatness and appropriateness of attire at interview; however, a physical description of the applicant is not to be given

5. The offices asked that the following factors also be covered in interview reports on professional and technical applicants:

- a. Salary flexibility
- b. Leadership potential
- c. Career goals and ambitions
- d. Reason for choosing career field

e. What the applicant would like to do

f. Special achievements and honors

6. Certain offices indicated selected factors which they would like to have highlighted in the interview reports on professional and technical applicants referred to them. These offices and factors are as follows:

a. Office of Technical Services/DDS&T

(1) Pertinent hobbies or specialized talent including photographic skills, use of machine tools, the building of miniature radio equipment, and other information which indicates manual dexterity.

(2) Areas of academic specialization (electro-optics, RF, etc.) which make the applicant particularly well-qualified.

b. Office of Development & Engineering/DDS&T

(1) Specific technical skills in specialties such as aerodynamics and liquid rocket propulsion.

c. National Foreign Assessment Center (All Offices)

(1) Regional or functional areas of expertise (e.g., political, military, or economic affairs, or international issues such as nuclear proliferation, terrorism, or energy).

(2) Residence in a foreign country.

(3) An estimate or measurement of foreign language capability.

(4) An outline of the academic record, including colleges/universities attended, grade average, degrees received, and fellowships received.

SUBJECT: Survey of Customer Preferences Concerning Interview Report Forms and Their Contents

(5) A brief description of related work experience, as well as any lectures given or any consulting experience.

(6) Indication of what an applicant does not want to do (e.g., an international relations major with a military background who is not interested in military analysis).

Note: The NFAC offices also require that the completed applicant case include transcripts and a major writing sample, a list of applicant's publications, and letters of recommendation from the applicant's principal professors/advisors, especially in the case of recent graduates.

STATINTL 7. Because of the importance placed on the recruitment of Career Trainees, I've attached copies of the responses from [REDACTED] They are thoughtful and deserving of careful review. Particular attention should be given to their comments when you prepare the interview reports on CT candidates.

8. The survey also indicated that the following factors should be covered in interview reports on clerical and wage board applicants:

Preferences re production typing as opposed to general office typing as opposed to light typing as opposed to terminal typing (CRT).

Preference re statistical work.

Reaction to working under pressure, i.e., working against priorities and tight deadlines.

Reaction to required overtime.

Preference on location (applies to applicants in Washington, D.C. area only and no assurance is to be given that preferences can be accommodated).

Preference on work hours (part-time applicants only).

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SUBJECT: Survey of Customer Preferences Concerning
Interview Report Forms and Their Contents

Academic achievements in high school and/or business school.

Preferences on office or directorate of assignment.

Indication of the types and sizes of presses, cameras, automotive equipment, projectors, or other equipment which technical, printing, or wage-board applicants have operated.

Preferences of applicants for manual labor positions for inside or outside work.

Availability of private transportation.

Distinction between part-time and full-time jobs in employment history (this info is critical in setting EOD grade and salary).

9. In their responses to the survey, a few offices took the opportunity to comment on other recruitment issues. Their comments are passed along to you for your information and guidance.

Office of Logistics

"The experience and interests of many applicants referred for Electrical Engineering and Mechanical Engineering positions in OL fall in engineering fields other than the electrical power distribution, HVAC, and facilities engineering type work done in OL."

Office of Communications

"A majority of the recruiter interview reports we now receive concerning applicants for the Office of Communications Telecommunications Specialist program (Morse qualified and non-Morse trainee) sufficiently describe the applicant and provide useful PHS data amplification. When appropriate, candid statements by the recruiters are appreciated.

SUBJECT: Survey of Customer Preferences Concerning Interview Report Forms and Their Contents

We are more concerned with whether or not all recruiters are fully aware of the basic job prerequisites, i.e., typing skills and Morse code qualifying standards, and if the applicants are being advised that these skills will be thoroughly tested during their interview at Headquarters. Although it may be selective hearing on the part of the applicant, many state they were unaware that a typing or a Morse sending test would be given. Furthermore, most state they would have practiced in anticipation of being tested if they had known."

10. The survey was worthwhile in that it clarified and, in most cases, reinforced our understanding of what the offices want in an interview report. Our primary responsibility, of course, is to satisfy their requirements. The guidelines which have evolved from the survey are quite specific, and will permit you to communicate much better with our "customers." It is clear that the offices expect the interview reports to be objective, concise yet informative, and convey your professional assessment of the applicant.

STATINTL



Atts: As stated in memo

Distribution:

1 - Ea Recruiter
1 - DD/Pers/R&P
1 - OD/Pers
1 - RD/Chrono
 - Subject File

OP/RD/ [REDACTED] /dmw/2696 STATINTL
(23 August 1978)

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DDA Registry

File 0FM8

SUBJECT: (Optional)

Authorities and Responsibilities of the DCI and DDCI

FROM:
John F. Blake
Deputy Director for Administration
Room 7D-24, Headquarters

EXTENSION

5454

NO.

DDA 76-3528

DATE

18 August 1976

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

These are the authorities and responsibilities of the DCI and DDCI as pulled together by [REDACTED] and his people. It certainly appears to be a comprehensive summary.

/s/ John F. Blake

John F. Blake

TO: (Officer designation, room number, and building)

DATE

RECEIVED FORWARDER

OFFICER'S INITIALS

1. DDCI
Room 7D-6011

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2.

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3.

4.

5.

6.

7.

Att: DDA 76-3528 - Authorities and Responsibilities of the DCI
dtd 18 August 1976

8.

Distribution:

Original - DDCI/DCI

9. 1 - DDA Subject w/att
1 - DDA Chrono w/o att

10. 1 - RFZ Chrono w/o att

EO/DDA/RFZ:1m (15 July 1976)

11. Retyped: To Change Date

DDA:JFBlake:dor (18 August 1976)

12.

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AUTHORITIES AND RESPONSIBILITIES OF THE DCI

General

Serves as principal foreign intelligence advisor to the President, leader of the Intelligence Community, and head of CIA; protects intelligence sources and methods; distributes responsibilities to each Deputy Director.

Organization

Responsible for the CIA Management Committee; directs the CIA SIGINT Officer, the Inspector General, the Chief, Inspection Staff, the Director of Technical Service, the Chief, Collection Guidance and Assessments Staff, the Director of Current Intelligence, and the Director of Economic Research; makes final resolution of disputed audit reports; requests special staff support from the Comptroller; approves establishment or closing of installations; delegates authority for clandestine missions to the DD/O; specifies personnel and installations for clandestine and nonclandestine services overseas and at headquarters; directs production and dissemination of all-source current intelligence; approves outgoing CIA cables concerning national policy; bears security responsibility for certain contractors, contract employees, consultants, and others; receives annual status report from the Director of Training.

Publications

Serves as coordinator of Agency regulations; approves publication of regulations and their distribution to non-Agency personnel.

Management

Reports to the Attorney General information relating to possible violations of law; may approve investigation of alleged unauthorized disclosure of classified information, and of alleged unsuitability for continued employment of an employee;

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person abroad; may request Attorney General approval of CIA counter-intelligence activities within the U.S.; makes final resolution of disputed CIA assistance to government components and of disputed procurement of ADP equipment, software, or contract services.

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Security

May establish an advisory board for security regulations; makes final security decision on an individual's acceptability for employment; approves restricted clearances for consultants; may grant exceptions to security requirements for personnel; may approve utilization of an applicant whose services are needed despite a security disapproval of clearance; classifies, and designates others to classify, information and material Top Secret; reviews classification of thirty-year-old documents; assesses potential risks before dissemination of information concerning intelligence sources and methods; takes action in cases of classification abuse and unauthorized disclosure; appoints the chairman of the CIA Information Review Committee; designates a CIA Top Secret Control Officer; may authorize release of personnel security information; and reviews subpoenas, demands, and requests for such information.

Personnel

Has responsibility for Agency personnel management; acts on CIA Management Committee recommendations concerning the personnel system; authorizes appointment of staff personnel to serve in the Agency and of [REDACTED]

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[REDACTED] heads the Career Service of the Office of the Director; establishes Career Board, Panels, and Officials as necessary; executes the Agency equal employment opportunity program; designates a Director of Equal Employment Opportunity, EEO Officers and Counselors, and Federal Woman's Program Coordinators; gives decision and hearing to employee complaints; [REDACTED]

STATINTL

[REDACTED], makes final decision on grievance appeals; may permit employees who marry aliens to remain in the Agency; considers requests of employees to marry aliens; makes a decision on an employee's intended marriage to a U.S. citizen if the marriage would limit the employee's usefulness; issues Directorate staff manpower ceilings; considers proposals for organization or manpower ceiling changes; may permit positions to exceed manpower ceilings in temporary situations; considers Director of Personnel staffing revisions; may permit establishment or upgrading of positions to exceed the ceiling; may authorize CIA contact with former Peace Corps members; receives Director of Personnel recommendations on personnel wartime mobilization and peacetime training requirements; approves appointments of Chiefs of Station and of selected installations; determines the number of supergrade personnel and their length of service, development, and placement; establishes ceilings for Scientific Pay Schedule positions; approves appointment, promotion, and reassignment of Scientific Pay Schedule personnel; is informed by the Director of Personnel of an employee's death; may terminate the employment of any employee when necessary; may authorize substitute separation compensation for employees disadvantaged for occupational transfer by unusual Agency service; authorizes termination of separation pay of individuals who break Agency security or cover agreements; delegates

authorities granted him by the Missing Persons Act to the Director of Personnel; signs emergency addresses or next of kin notifications of an employee's death; [redacted]

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[redacted] approves programs to commend meritorious acts of Agency personnel, designates areas of hazard and hardship in which effective performance of duty is rewarded; approves Honor and Merit Awards Board recommendations for the Distinguished Intelligence Cross, Distinguished Intelligence Medal, Intelligence Star, Intelligence Medal of Merit, Career Intelligence Medal and Meritorious Unit Citation, and makes presentations whenever possible; appoints one member and one alternate to the Suggestion and Achievement Awards Committee; approves awards in excess of \$3,000; approves proposed nominations of Agency employees for public service awards; may make determinations adversely affecting the rights or benefits of participants in the CIA Retirement and Disability System; approves voluntary or involuntary retirements, retirements for disease or disability, and may extend the date of mandatory retirement for age; approves retirement or may retire employees aged at least 50 who have served for 20 years; determines whether or not a separation is based on grounds of disloyalty to the U.S.; may approve recall to duty of retirees when in the public interest; approves use of specific employees as consultants and their rate of compensation; approves contracts providing compensation at an annual rate exceeding the maximum for a GS-15; establishes contract employee ceilings.

Financial Administration

Accounts for confidential, extraordinary, or emergency expenditures of Agency funds; ensures proper expenditures; prescribes standards of use and accountability for expenditures; establishes internal audit and inspection systems; delegates authority for certain actions to appropriate levels; approves his own expenditures; authorizes the cost of exclusive entertainment of government officers or employees; receives an annual report of all monies waived and refunded.

Audit

May exempt an Agency activity from audit; receives reports of unsatisfactorily resolved audits.

Logistics

Delegates procurement authority to the Director of Logistics; authorizes deviations from rental and repair cost limits on Agency property; approves funds for purchase of real estate and construction or rehabilitation of buildings; delegates to the Director of Logistics authority to dispose of the Agency's surplus real property.

STATINTL

Operations General

[Redacted]

from the CIA Operations Center of critical intelligence; may excuse absences of on-call officials of the CIA Operations Center; notifies the President, the National Security Council, and USIB principals upon receipt of a strategic warning; appoints the head and clerical personnel of the Strategic Warning Staff; briefs the National Security Council on agenda items; serves on the NSC Under Secretaries Committee and the Defense Policy Review Committee.

Intelligence Activities

May authorize channels of other departments to disseminate sensitive information; receives reports of sensitive DD/O and DD/S&T activities; discloses acquired nuclear materials or weapons outside the Agency; evaluates proposed foreign affairs research projects.

STATINTL

Liaison

[Redacted]

Records and Correspondence

Receives a Memorandum of Conversation which affects Agency policy or which was prepared for a conversation in which he participated.

Communications

May suspend compliance with Agency cable policy for special projects; authorizes officers to release cables; authorizes release from headquarters to installations abroad of all cables not exempted by HR [Redacted] [Redacted] authorizes release of cables addressed to bases abroad; releases outgoing EYES ONLY cables and cables written in the first person; approves outgoing cables containing an explicit statement of U.S. foreign policy; imposes the MINIMIZE order when necessary.

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Plans, Programs and Projects

Approves allotments of funds and manpower ceilings per fiscal year; establishes personnel and funds ceilings for the Deputy Directors and the Administrative Officer to the DCI; approves compensation for non-Agency employees of Agency projects exceeding GS-15 rates; receives reports of air proprietary activities from ExComAir.



Federal Advisory Committee Act, P.L. 92-463

Establishes administrative guidelines and management controls for Agency management committees.



Administrative Expenses Act of 1946, Sec. 15

May employ temporary or intermittent consultants without regard to Civil Service and classification laws.

AUTHORITIES AND RESPONSIBILITIES OF THE DDCI

General

Acts for the Director if absent or disabled; exercises all authorities vested in the DCI by law or by position.

Organization

Serves as chairman of the CIA Management Committee in the Director's absence; convenes periodic meetings of the CIA Management Committee, approves its recommendations, and makes decisions for the Director in his absence.

Management

STATINTL



Training

Approves nominees for senior officer schools and executive leadership programs.

Personnel

Serves on the Senior Personnel Resources Board of each Career Service; appoints one member and one alternate to the Honor and Merit Awards Board; approves recommendations for certificates of Merit; makes presentations of medals in place of the Director.

Financial Administration

Approves his own expenditures of Agency funds; may waive a claim in an amount aggregating more than \$5,000.

Operations - General

Receives reports from the CIA Operations Center of critical intelligence; may excuse absences of on-call officials of the CIA Operations Center.

Intelligence Activities

Serves as CIA Member of the USIB; receives correspondence on USIB matters from the Deputy Directors and reports of sensitive DD/O and DD/S&T activities; evaluates proposed foreign affairs research projects.

Records and Correspondence

Receives a Memorandum of Conversation which a responsible official determines should be brought to his attention, or which was prepared for a conversation in which he participated.

Communications

Releases outgoing EYES ONLY cables and cables written in the first person; approves outgoing cables containing an explicit statement of U.S. foreign policy.

Approved For Release 2001/09/01 : CIA-RDP81-00142R000400030021-5
OGC 78-1265
2 March 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM : Anthony A. Lapham
General Counsel

SUBJECT : Delegation of Authority to DCI

1. (S) Action Requested: You have asked for an expanded list of authorities you would delegate to the Deputy Director by the paper I recommended to you in my memorandum of 16 February. An expanded list follows, of which items g through j were not included in my earlier memorandum:

a. The authorities granted the DCI by Executive Order 12036.

FOIAb5



e. The authority under the Foreign Espionage Agents Registration Act to exempt certain persons from the requirements of that Act [50 U.S.C. 852].

f. The authority under the Atomic Energy Act of 1954 to remove from the Restricted Data category information concerning the atomic energy programs of other nations [42 U.S.C. 2162(e)].

g. The authority, as head of a government agency, to execute interagency agreements, such as the agreement which established the National Reconnaissance Office and the agreement governing Agency relations with the U.S. Secret Service.

h. The authority to exempt Agency records from the requirements of the Privacy Act [5 U.S.C. 552a(j)].



j. The authority under the Atomic Weapons and Special Nuclear Materials Rewards Act, concerning the entry of aliens for permanent residence in this country [50 U.S.C. 47(c), 47(e)].

The listed items, together with the inherent authorities as the head of an agency, are the principal authorities of the Director of Central Intelligence.

2. (U) Background: As I mentioned in my 9 February memorandum, the delegation of authorities is a legal process which empowers the recipient to act. It is perfectly appropriate to also instruct the Deputy Director to exercise certain of these powers, or all of them, only under such circumstances as you may want to impose. It is desirable, however, not to delegate only "circumstantial" authority since in any subsequent litigation the question of whether the circumstances had been met would become relevant and might be difficult to prove. It is to be noted also that having made a broad delegation of authority, you of course remain free to revise, amend, or revoke it at any time.

3. (U) Recommendation: I recommend you sign the delegation at Attachment A. Alternatively, at Attachment B is a delegation of all authority except the authority to terminate employees under Section 102(c) of the National Security Act.

25X1A



Anthony A. Lapham

Attachment

cc: DDCI

FOIAb5

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Next 1 Page(s) In Document Exempt

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	DDA	11/27	3
2			
3	DDA	27 NOV 1978	6
4			
5	DDA	27 NOV 1978	7
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
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TO	NAME AND ADDRESS	DATE	INITIALS
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<input checked="" type="checkbox"/> ACTION <u>3</u>	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

To S: At the DDCI's
request, [REDACTED]

STATINTL

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FROM: NAME, ADDRESS AND PHONE NO.	DATE	
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